

**Town of North Hampton, NH**

**RFP #10-06**

**Request for Proposals**

**Professional Services**

**Fire Department Staffing Assessment**

**Sealed Proposals, plainly marked RFP #10-07, "PROFESSIONAL SERVICES, FIRE DEPARTMENT MANAGEMENT, OPERATIONS, STAFFING & EQUIPMENT ASSESSMENT"** on the outside of the mailing envelope, addressed to the Town Administrator, Town of North Hampton, 233 Atlantic Ave., P.O. Box 710, North Hampton, NH 03862 will be accepted until 2:00 p.m., Friday, April 5, 2007.

**SCOPE OF WORK:** The Town of North Hampton is requesting proposals from interested and qualified firms to conduct a Management, Organization, Operations, Staffing, Work Scheduling, Facilities and Equipment Assessment of the North Hampton Fire Department. The North Hampton Board of Selectmen has authorized the Town Administrator to issue this RFP for the purpose of determining if the current Fire Department facilities and its organizational, managerial and operational practices and the related staffing and equipment levels of the North Hampton Fire Department are appropriate and reflects the needs of the community. This assessment shall take into consideration such factors as community demographics, density of residential and commercial properties, service demands, resident desired fire service levels and federal and state regulations related to fire and EMS services. In addition, the Board of Selectmen seeks facilities, organizational, managerial, operational and staffing and equipment recommendations based on empirical reasoning and with attention to contemporary practices, industry regulations and standards and service level demands, both current and projected.

Contract work, with the exception of presentations to Selectmen and the public, shall be completed by July 19, 2007. The notice to proceed is anticipated to be issued the week of April 16, 2007.

A complete Request for Proposal package with supplemental data may be obtained on the Town's web site at [www.northhampton-nh.gov](http://www.northhampton-nh.gov) or from the Town Office located on the second floor of 233 Atlantic Ave. or by calling the Town Administrator at 603-964-8087.

The Town of North Hampton reserves the right to reject any or all proposals, to waive technical or legal deficiencies, and to accept any proposal that it may deem to be in the best interest of the Town.

**Town of North Hampton  
RFP #10-06  
Request for Proposals**

**PROFESSIONAL SERVICES**

**Fire Department Staffing Assessment**

**I. INTRODUCTION:**

The Town of North Hampton is requesting proposals from interested and qualified firms to conduct a Facilities, Management, Organization, Operations, Staffing, Work Scheduling and Equipment Assessment of the Town of North Hampton Fire Department. Proposals shall be addressed to the Town Administrator, Town of North Hampton; P.O. Box 710, North Hampton, NH 03862 will be accepted until 2:00 p.m., Friday, April 5, 2007. Proposals will be evaluated and finalists selected to be interviewed.

Faxed proposals are *not acceptable* and will not be considered. Proposals received after the acceptance time will be returned to the consultant, unopened. The Town reserves the right to reject any or all RFPs, to waive technical or legal deficiencies, and to accept any RFP that it may deem to be in the Town's best interest. The names of all Consultants submitting Proposals will be read aloud publicly at the Town Office at North Hampton on the date and time specified and the public is welcome to attend.

Contract work, with the exception of presentations to Selectmen and the public, shall be completed by July 19, 2007. The notice to proceed is anticipated to be issued the week of April 16, 2007.

**II. BACKGROUND:**

The Town of North Hampton, located on the New Hampshire seacoast, has a year round population of approximately 4,600 residents and is situated 45 miles north of Boston on the I-95 and U. S. Route 1 corridor. Structures include 1,469 single-family residential and 146 multifamily units along with commercial and retail space located primarily along Route 1. The Town is approximately 13.9 square miles. Hampton borders the community to the south, Stratham to the west and Greenland and Rye to the north. The Town is bisected by US Interstate 95 but there are no I-95 interchanges in North Hampton.

The North Hampton Fire Department "Department" is currently housed in a 5,040 square foot facility that was built in 1968. It is staffed with fourteen (14) full-time members that include a Chief, Deputy Chief, four (4) Lieutenants and eight (8) firemen. The Fire Department also utilizes the services of call firefighters (although on a minimal basis). The Department provides both fire and EMS services and is a member of the Seacoast Chiefs Fire Officers Mutual Aid District. The Department's annual operating budget for FY 2006-2007 is \$1,321,767.00. The Fire Department's staff (excluding the Chief and

Deputy Chief) is covered by a collective bargaining agreement (CBA). A copy of the CBA will be provided upon request along the Department's annual "Incident Type Report" (Summary), for the most recent three years.

### **III. PURPOSE:**

The North Hampton Board of Selectmen has authorized this RFP for the purpose of reviewing the existing facilities, organization, management and operations of the Department and to determine if the Department is housed, staffed and equipped at an appropriate level. This assessment should take into consideration such factors as community demographics, service demands, resident desired services and federal and state regulations related to fire and EMS service delivery. In addition, the Board of Selectmen seeks facilities, staffing and equipment level recommendations based on empirical reasoning and with attention to industry regulations and standards and service level demands, both current and projected.

### **IV. MINIMUM SCOPE:**

The successful firm shall review, analyze and report on existing facilities, organizational structure, management, staffing, equipment and operational practices, staffing work scheduling and equipment levels within the Fire Department to determine if such facilities, practices and levels are appropriate while considering number of households, commercial space, services demands, and industry standards and regulations. In undertaking its review and analysis and in its report, the successful firm shall distinguish between and separately review analyze and report on the fire fighting and emergency rescue (EMT) functions of the Fire Department, so as (i) to facilitate meaningful comparisons with other municipalities which may not have comparable emergency rescue capabilities and infrastructure as well as (ii) to present a clear depiction of the financial, facility, personnel and equipment resources devoted to firefighting as compared to emergency rescue activities.

Items in the scope of work shall include:

1. Assessment of the adequacy of the current Fire Department Facility for current and projected uses and recommendations for changes, if any, in size and configuration of the Facility.
2. Assessment of the organizational, managerial and operational practices of the Department in relation to Federal and State requirements and guidelines and; in relation to contemporary practices and procedures employed by municipal fire departments.
3. A comparative analysis of the Town's fire department staffing, work scheduling and equipment with communities possessing similar characteristics and service level demands. Comparable communities shall have identities similar to North Hampton. Characteristics to consider shall include to the impact of being in the seacoast region, proximity to an active nuclear reactor, mix of residential and commercial properties,

and location within a 50-mile radius of a major metropolitan area and traversed by two or more high volume traffic corridors.

4. Make recommendations for alternative organizational and staffing structures to maximize labor efficiency and minimize costs.
5. Comment on the potential for integration of the North Hampton Fire and Police Departments into a public safety department the, feasibility of such integration, and the efficiencies, benefits and/or drawbacks associated therewith.
6. Evaluate existing organization, staffing and work schedule in light of employee safety issues while performing their jobs, and quality of service considerations inherent in such policies, staffing and scheduling.
7. Comment on the feasibility, costs, potential savings and pros and cons of utilizing a privately contracted ambulance service instead of the current emergency rescue (EMT) system operated by the Town.

## **V. METHODOLOGY:**

At a minimum, the consultant shall undertake the following actions in order to carry out the scope of work described above.

1. Interview all executive management, supervisory personnel and employees of the fire department.
2. Review all departmental policies and procedures..
3. Interview department heads and town officials from surrounding communities relating to staffing, organization, scheduling, full time vs. part time, on call and other operational issues.
4. Reference any “regionalization” of public safety departments within the State or region as a guideline for recommendations thereon.
5. Perform a “Compare and Contrast” analysis of fire department staffing and equipment levels with communities that share similar community demographics, service demands and resident desired services related to fire and EMS professions.
6. Conduct a Community Survey to ascertain Residents’ opinions concerning levels of service, and adequacy of facility, equipment and staffing.

## **Meeting Requirements**

As a minimum, the consultant shall attend the following meetings:

- Kick-off meeting to include: Board of Selectmen, Town Administrator, Fire Chief and Deputy Fire Chief. The kickoff meeting shall establish responsibilities, lines

of communications and finalize the schedule for project completion. The schedule shall include benchmark dates for the completion of identified tasks

- One interim project meeting to serve as a formal “status report”
- Final (draft) written report presentation to: Board of Selectmen, Town Administrator, Fire Chief and Deputy Fire Chief
- One public presentation to present final written report findings and recommendations to the Board of Selectmen and the public, designed to allow for a formal presentation, a discussion of issues, and a question and answer period

The Board of Selectmen or their designee shall have the right to review all work product documents and to inspect, monitor or otherwise evaluate the progress of the work detailed herein. The Board of Selectmen may require the filing of periodic reports on contract activities and progress at its discretion.

## **VI. DELIVERABLES:**

The consultant shall make specific recommendations related to the management, operation, organization, work scheduling and staffing of the Department. Additionally, the consultant shall present a summary of current equipment levels and make recommendations related to projected equipment needs for the next ten years.

At a minimum, the consultant shall produce:

1. A formal written report (with an electronic copy in Microsoft Word format), of recommendations related to the organizational structure, work scheduling, management, operation, staffing and facilities and equipment, both current and projected, of and for the North Hampton Fire Department. The report shall include the methodology and resources used to reach such conclusions as well as the results of the Community survey.
2. Appropriate summary presentation materials for use in Town meetings and other public forums. (PowerPoint presentation preferred.)

## **VII. SELECTION:**

The Board of Selectmen will rank the candidate firms in order of qualification based on the evaluation of the written responses. Upon review of all responsive proposals the Town may select up to (3) firms to interview. Upon completion of the interviews the Town will attempt to negotiate a final Scope of Services and Price with the highest scoring firm. If the Town is unable to reach agreement with the highest scoring firm, the Town reserves the right to negotiate with the next highest firm until an agreement is reached. The Town reserves the right to discontinue the selection process at any time prior to the awarding of a contract. There will be no reimbursement to any candidate firm if the selection process is terminated. The contract shall include, among other items,

a requirement that the consulting firm carry certain insurance policies naming the Town as an additional insured.

**VIII. ADDITIONAL INFORMATION:**

In consideration of all respondents, no oral interpretations or clarifications of the meaning of the RFP will be given. Every request for interpretations or clarifications shall be made in either in writing or by fax to Town Administrator, North Hampton Town Offices, P.O. Box 710, 233 Atlantic Ave., North Hampton, NH 03862 (fax 603-964-1514) or by email to [pmunck@northhampton-nh.gov](mailto:pmunck@northhampton-nh.gov). Based upon such inquiry, the Town may choose to issue an Addendum and/or post such requests with responses on the Town's web site at [www.northhampton-nh.gov](http://www.northhampton-nh.gov).

## **IX. PROPOSAL CONTENT:**

The following components shall be provided.

1. Project approach containing an introduction and statement(s) respective of the consultant's understanding of project requirements.
2. Detailed Scope of Work by Element.
3. Project schedule organized by work tasks.
4. Concise description of expertise/qualifications of key team members and identification of the Project Manager(s).
5. Examples of work products from two latest related staffing assessments or other examples related to analysis of staffing assessments.
6. Three references for similar projects. References must include current contact name and phone number.
7. Seven copies of the proposal must be submitted.
8. Project budget organized by task and including all direct and indirect reimbursable costs and total project cost totaling the firm fixed fee.
9. Fixed price proposal.

**Faxed proposals are not acceptable and will not be considered.**

## **X. EVALUATION CRITERIA:**

Consultants will be evaluated according to the following.

1. Qualification and previous related work of **firm**, particularly with regard to working with municipalities of similar size, complexity and issues, and including firm's experience in technical areas required to successfully complete the study. (20 points)
2. Qualifications, reputation and experience of key project personnel in regards to previously related work, particularly with regard to working with municipalities of similar size, complexity and issues. (20 points)
3. Understanding of project goals, project timing, project costs, and local issues and needs, particularly as expressed in Scope. (20 points)
4. The demonstrated ability of key project personnel to organize and lead effective, productive public meetings and in-house project meetings. (10 points)
5. Quality of sample materials and proposal package submitted. (10 points)
6. Responsiveness to submission requirements. (10 points)
7. Creativity or innovative project approach. (10 points)

The Town reserves the right to reject any or all RFP's, to waive technical or legal deficiencies, and to accept any RFP that it may deem to be in the Town's best interest.

At the Town's discretion, the fixed fee submitted with the proposal may be considered in evaluating proposals.

## **XI. CONTRACT AND INSURANCE REQUIREMENTS:**

**CONTRACT DOCUMENT:** Upon final selection, the successful Consultant will be sent a contract for execution. The final contract will be written for a **lump sum fee**. When the contract is executed by both parties, the Consultant will be instructed to commence providing the work as outlined in the contract. All information, data, documents, photos, computer records, and other materials of any kind acquired or developed by the consultant pursuant to this project shall be the property of the Town of North Hampton.

**Insurance:** The Consultant shall purchase and maintain, for the duration of this Contract, insurance of the limits and types specified below from an insurance company approved by the Town. The Consultant agrees to pay on the behalf of and hold harmless the Town of North Hampton for all claims arising in whole or in part from its work on behalf of the Town.

**Additional Insured:** All liability policies shall include the Town of North Hampton, NH as named Additional Insured.

- The Consultant's insurance shall be primary in the event of a loss.
- The Additional Insured endorsement must include language specifically stating that the entity is to be covered for all activities performed by, or on behalf of, the Consultant.

**Evidence of Insurance:** As evidence of insurance coverage, the Owner may, in lieu of actual policies, accept official written statements from the insurance companies certifying that all the insurance policies specified below are in force for the specific period. The Consultant shall submit evidence of insurance to the Owner at the time of execution of the Agreement. Written notice shall be given to the Town of North Hampton, NH at least fifteen days prior to the cancellation or non-renewal of such coverage.

**Forms of Insurance:** Insurance shall be in such form as will protect the Consultant from all claims and liabilities for damages for bodily injury, including accidental death, and for property damage, which may arise from operations under this Contract whether such operation by himself or by anyone directly or indirectly employed by him.

### **Amounts of Insurance:**

- Comprehensive General Liability:
  - Bodily injury or Property Damage - \$1,000,000
  - Combined Single Limit, per occurrence
- Automobile and Truck Liability:
  - Bodily Injury or Property Damage - \$1,000,000
  - Combined Single Limit, per occurrence
- Professional Liability:
  - Errors and Omissions - \$1,000,000
  - Businesses shall provide a certificate of insurance demonstrating same.

**Additional Insurance:** The Consultant shall purchase and maintain the following types of insurance.

- Full Workers Comprehensive Insurance coverage for all people employed by the Consultant to perform work on this project. This insurance shall be in strict accordance with the requirements of the most current laws of the State.